

SLIDE 1L
1R

POGO

WHAT VALUE ANALYSIS? (FLIPS 1, 2, 3)

①

UNDERSTAND FRUSTRATIONS

SLIDE 2L

WHAT IS ANALYSIS

OBJECTIVE OF COURSE - MANAGERS

SLIDE 3L

ELEMENTS OF

GOOD MANAGEMENT

MANAGER INVOLVED IN ALL STEPS - ANALYST FIRST 3

FLIP 1 ↓

CONFUSION IN TERMS →

Stays

TEACHING MANAGEMENT HERE

FLIP 1

Up

QUANTIFIED ANALYSIS ONLY A PART

~~FAMILIARITY~~

~~VEHICLE FOR DISCUSSING MANAGEMENT PROCESS~~

1

SLIDE 3R

QUANTIFICATION

COSTS

TOO FREQUENTLY ASSUMED
VERIFIABLE, EXACT

②

JUDGMENT GOOD PART

DO NOT ACCEPT W/O UNDERSTANDING JUDGMENTS

SLIDE 4R

BENEFITS MORE COMPLEX

JUDGMENTS ALSO - Bomb A.C.M. 117

MILITARY HAS EDGE -

SecDef CANNOT BUCK

BUT ONLY IF TALKING IN SAME TERMS

SLIDE 6R

ANALYSIS / JUDGMENT BOX

(3)

SAME AIM

ANALYSIS OFTEN NOT USED

1. ANALYST

NOT ALLOW FOR MANAGER'S
CONSTRAINTS

2. MANAGER

NOT UNDERSTAND LIMITS ANALYSIS
CANNOT FEEL COMFORTABLE WITH

ANALYST
DOES NOT REALIZE PART HE PLAYS
SEES PROBS - CAN'T HANDLE

SPECIFICS

DISCUSS MANAGEMENT IN NAVY BUDGET
TERMS -

APPLIES ALL ORGANIZATIONS

APPLIES NON-BUDGET ISSUES

NAVY BUDGET PROCESS

FOCUS FIRST INTERNAL NAVY PROCESS

(4)

SLIDE 7R
CUT

5

SLIDE 8R

OPNAV - TONGUE-IN-CHEEK CHART

FLIP 1

INPUTS - BARONS & CZARS

OUTPUTS - NO ONE RESPONSIBLE -

FLIP 2

ALL HAVE A HAND

SOB's TEND VIEW IN THESE TERMS

~~SLIDE 8L~~

~~APPROPRIATIONS VS. PROGRAMS~~

SLIDE 9L

ITALIAN INPUT ORGANIZATION

SLIDE 10L

ARMY/ ~~2~~ INPUT ORGANIZATION

~~SLIDE 11L~~

~~COMMERCIAL INPUT ORGANIZATION~~

5

SLIDE 3L Back in

WHY ORGANIZATION IMPORTANT?

INCENTIVES - INPUT ORIENTED

JOB OF MANAGER IS TO TRANSLATE INTO OUTPUTS

PROBLEM -

ANALYSIS MAY NOT BE:

EXPLICIT

OBJECTIVES STATED

SHOW ALTERNATIVES

FLIP 3

COMPETITION

CUTS BOTH WAYS

OFFENSE

DEFENSE

MANAGER KNOWS
RESULT

P. 3

RAD

6

6

7

YOUR ROLE CAN BE:

OFFENSE

DEFENSE

BEST SOLUTION

BETTER BE PREPARED:

SCRUTINIZE OBJECTIVES/CRITERIA

ENSURE ALTERNATIVE THERE

WATCH FOR JUDGMENTS & ASSUMPTIONS

UNDERSTAND ENOUGH OF QUANTITATIVE TECHNIQUES TO

BE SKEPTICAL - NOT BE SNOWED - RECOGNIZE APPLICABILITY

EFFECTIVENESS OF SYSTEM

COMPETITION

*BUT DO NOT WANT
ANALYST*

PRODDING OF SOB's

LAY ON TABLE FOR MANAGERS

FORM FILL

LIDE 12R

AFTER NAVY DECISIONS -

OSD

*DONE GOOD ANAL
GRANTED IN CONSTRAINTS*

1. ALTERNATIVES - MUST BE CAREFUL

A. OBJECTIVES - DIFFERENT
JUDGMENTS

B. OTHER SERVICES -
VERBOTEN

SEA CONTROL vs AIRLIFT

2. STATE CRITERIA

NOT ALWAYS

USMC - EUROPE

SEA CONTROL

3. EXPLICIT

9

NOT WAY GAME PLAYED

UPSETS ANALYSTS ASK FOR MORE THAN EXPECT 3 SERVICES AGAIN -

1. ~~UNLESS KNOW WHAT'S BEST~~ —

2. OFFENSE

3. RECOGNIZE LIMITS

3. DEFENSE

8A

OMB - WHITE HOUSE

10

ALTERNATIVES

DOD

NON-DOD

POLITICAL REALITIES

PARTISAN POLITICAL

INTERNATIONAL POLITICAL

ECONOMIC REALITIES

SMALL BUSINESS - DEPRESSED AREAS

NATIONAL ECONOMY

CONGRESS

POLITICAL FACTORS - ~~DEBOTS~~ MORE OBVIOUS

(11)

ANALYSIS TEAMS - WOOLSEY

MORE NEXT WEEK

VALUE

AGAIN OFFENSE - DEFENSE

ALSO -

MUST KNOW FIRST CHOICE TO SELECT 2ND

9A

Flip on 12R
LIP I

REVERSE FLOW

EXECUTION

BUREAUCRACY

COMMON OBJECTIVE HELPFUL

EXPLICIT ANALYSIS HELPFUL

STILL CONTROL UNCERTAIN

NEXT WEEK

INDUSTRY

REALITIES OF LIFE

COSTS TO CHANGE

NEXT WEEK

(12)

EMPHASIZE
1. BEST SOLUTION
2. OFFENSE
3. DEFENSE

SLIDE 3L OFF

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(13)

SLIDE 13R

Techniques such as manager

1. Objectives

Does your set

" your common superior set

" set to drive results

APPJNV

2. Assumptions

Threat

P-3 - Bear aircraft

3. Sensitivities

One most valuable

PAR I, II, MOD

OP COSTS 1/15 %

SLIDE 14L

A, B, C. CASE

Sensitivity

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(15)

4. Alternatives

Desired answer + straw man

Role manager to think up
alternatives

Better his analysis - easier

5. Any way composition study group -
Rogonics
Empetion

Suspicious

6. Answers - Justifies true
No. bel. etc

(16)

Most useful things get from good
study/analysis - insights where
weak points are - what want develop
not - indicate - tactics

Slide 152

~~151~~ MCM

(17)

7. Conclusions

Be suspicious
Temp analysis & decision
involves lot judgment

Test

SLIDE
OFF

LESSONS FOR STUDENTS

FRUSTRATED?

1. TOO MATHEMATICAL
2. NOT WELL ORGANIZED

OBTAINED MORE THAN THINK

CONVERSATIONAL WITH TERMS BEFORE GREEK
APPLIED

REEMPHASIZE

APPLICABLE TO EVERYONE

SOMEONE SAID NO - DON'T BELIEVE

LEN DODSON

ALLOCATION OF CHAPLAINS

~~CIVILIANS~~ ~~LABS~~

~~PRIORITIES~~

(18)

SLIDE 149 FIVE DISTRICTS IN REGION

FIVE CHAPLAINS ASSIGNED

REDUCTIONS FORCE LOSS OF TWO

HOW CHOOSE WHICH 2?

~~10 COMBINATIONS [(5!/(3!)(2!)]~~

OBJECTIVE:

1. SERVE THE MOST PEOPLE?
2. PROMOTE MORAL/RETENTION OF CHAPLAINS
3. FILL GREATEST NEED

SLIDE 3L

SLIDE 3L

CRITERIA

SEA/SHORE

MIL/DEPEND

CHAPEL

CALLS

ALTERNATIVES

10

COSTS -

BENEFITS

Slide L

LAYS OUT FACTS

20

FLIP 1

GIVES WEIGHT TO CRITERIA

COMPUTES INDEX

1, 3, 4

SLIDE 15R
~~FLIP 1 OFF~~

TALKS TO WIFE WHO SAYS CHAPEL ATTENDANCE AND CALLS
ARE FUNCTION OF INCUMBENT'S ABILITY AND PERSONALITY

22

MEN ASHORE NEED MORE HELP AS HAVE CHAPLAINS AT SEA

SLIDE 15R
FLIP 2 ON

— RECOMPUTE

DECIDE #1, #4, #5

16

SLIDE 14 ²³ PARISH ³¹ HAS POLARIS BASE WITH SPECIAL DEPENDENT PROBLEMS
FLIP 1 ON - GETTING NATIONAL PUBLICITY

LEANS BACK TOWARD: #1, #3, #4

SLIDE 14
FLIP 2 ON

HOWEVER:

PARISH 2 HAS 3-STAR ADMIRAL WHO "REALLY WOULD LIKE TO
HAVE" A CHAPLAIN TO CONSULT.

OFFERS HIS PERSONAL PLANE SO PARSON CAN BE A
CIRCUIT RIDER AND COVER TWO DISTRICTS.

ARGUES FOR #1, #2, #4

WITH 1 OTHER COVERED

25

END OF ANALYSIS

MANAGER MUST MAKE DECISION

14/15
OFF

ALL INVOLVED THIS PROCESS
SOME BUDGET INFIGHT
SOME FIELD/^{SET} ASSIGNMENTS
ALLOCATING RESOURCES
SOME LABS - ASSIGNING PRIORITIES

19 68

2L back
ON

LAST PRES HOUR OTHERS WHO FELT 26
~~RELEVANT~~ ~~AND~~ NOT ~~FEEL~~ GETTING MOST
COULD TOO MATHEMATICAL
TOO MUCH EMPHASIS PROBLEMS

STATE

STAFF

\$

BEST COMPLAINT HEARD -

COULD HAVE GOT MORE THIS MAN:

RECOGNITION OF VALUE

IDENTIFICATION OF ALTERNATIVE -

BETTER COURSE

ALTERNATIVES OF ST, JULY 1972

1. NO MANAGEMENT
2. WHAT DID LAST YEAR
3. COURSE HAD

REJECTED #1 - TOO IMPORTANT

REJECTED #2 - TOO IMPORTANT

SLIDE ~~14~~ ACCEPTED #3 - PROVED RIGHT

RUSTY TEAM 4.0

CAN/WILL DO BETTER

~~BUT COMPLAINTS~~

~~EXCESSIVE ATTENTION PROBLEMS~~

~~CHOICE YOU MADE -~~

~~OBJECTIVES/ALTERNATIVES~~

~~GRAPH PAPER -~~

~~HAD 10 LINES AFTER ALL~~

~~I WILL~~ APPRECIATE SUGGESTIONS

FROM COURSE:

SUGGEST 2 THINGS -
1. ONLY 1/2 WAY
2. ABSORBED MORE APPRECIATE

1 DAY'S APPRECIATE
IF OVERCONCENTRATED
PROBLEMS - YOUR
CHOICE ALTERNATIVES
& RECOGNIZE YOUR
GRAPH PAPER DID HAVE
10 LINES -

27

20
14

28

21
16

(FIRST VERSION)

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SLIDE 1L
1R

(FLIPS 1, 2, 3)

UNDERSTAND FRUSTRATIONS

SLIDE 2

WHAT IS ANALYSIS

GOOD MANAGEMENT

CONFUSION IN TERMS

TEACHING MANAGEMENT HERE

FLIP 1

QUANTIFIED ANALYSIS ONLY A PART

FAMILIARITY

VEHICLE FOR DISCUSSING MANAGEMENT PROCESS

1

SLIDE 3R

QUANTIFICATION

COSTS

JUDGMENT GOOD PART

DO NOT ACCEPT W/O UNDERSTANDING JUDGMENTS

SLIDE 4R

BENEFITS

JUDGMENTS ALSO

MILITARY HAS EDGE -

SECDEF CANNOT BUCK

BUT ONLY IF TALKING IN SAME TERMS

JUDGMENTS

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SLIDE 5R

ANALYSIS/JUDGMENT BOX

MANAGER - ANALYST

BOTH SAME AIM

BUT ANALYSIS ONLY USED FRACTION TIME -

WHY?

DISASTERS - POOR ANALYSIS -

OVER RELIANCE

LACK APPRECIATION CONSTRAINTS/LIMITS

SAME PROBLEM MANY SOLUTIONS

POOR ANALYSIS

DIFFERENT INCENTIVES/OBJECTIVES

LACK OF TIME

ANALYTIC RESULTS UNACCEPTABLE TO MANAGER

*Take don't feed
con for table 3*

DISCUSS MANAGEMENT IN NAVY BUDGET

TERMS -

APPLIES ALL ORGANIZATIONS

APPLIES NON-BUDGET ISSUES

SLIDE 6R

NAVY BUDGET PROCESS

FOCUS FIRST INTERNAL NAVY PROCESS

SLIDE 7R OPNAV - TONGUE-IN-CHEEK CHART
FLIP 1 INPUTS - BARONS & CZARS
OUTPUTS - NO ONE RESPONSIBLE -
FLIP 2 ALL HAVE A HAND
SOB's TEND VIEW IN THESE TERMS
SLIDE 8L APPROPRIATIONS vs. PROGRAMS
SLIDE 9L ITALIAN INPUT ORGANIZATION
SLIDE 10L ARMY/ INPUT ORGANIZATION
SLIDE 11L COMMERCIAL INPUT ORGANIZATION

WHY ORGANIZATION IMPORTANT?

INCENTIVES - INPUT ORIENTED

JOB OF MANAGER IS TO TRANSLATE INTO OUTPUTS

PROBLEM -

ANALYSIS MAY NOT BE:

EXPLICIT

OBJECTIVES STATED

SHOW ALTERNATIVES

FLIP 3 COMPETITION

CUTS BOTH WAYS

OFFENSE

DEFENSE

YOUR ROLE CAN BE:

OFFENSE

DEFENSE

BEST SOLUTION

BETTER BE PREPARED:

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ENSURE ALTERNATIVE THERE

WATCH FOR JUDGMENTS & ASSUMPTIONS

UNDERSTAND ENOUGH OF QUANTITATIVE TECHNIQUES TO

BE SKEPTICAL - NOT BE SNOWED - RECOGNIZE APPLICABILITY

EFFECTIVENESS OF SYSTEM

COMPETITION

PRODDING OF SOB's

7

SLIDE 12R

AFTER NAVY DECISIONS

OSD

ALTERNATIVES - MUST BE CAREFUL

OBJECTIVES

- DIFFERENT

JUDGMENTS

OTHER SERVICES -

VERBOTEN

STATE CRITERIA

NOT ALWAYS

USMC - EUROPE

SEA CONTROL

EXPLICIT

NOT WAY GAME PLAYED

ASK FOR MORE THAN EXPECT 3 SERVICES

AGAIN -

OFFENSE

RECOGNIZE LIMITS

DEFENSE

8A

OMB - WHITE HOUSE

ALTERNATIVES

DOD

NON-DOD

POLITICAL REALITIES

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ECONOMIC REALITIES

SMALL BUSINESS - DEPRESSED AREAS

NATIONAL ECONOMY

CONGRESS

POLITICAL FACTORS - DuBOIS

DEFENSE

ANALYSIS TEAMS - WOOLSEY

MORE NEXT WEEK

VALUE

AGAIN OFFENSE - DEFENSE

ALSO -

MUST KNOW FIRST CHOICE TO SELECT 2ND

9A

LIP 1

REVERSE FLOW

EXECUTION

BUREAUCRACY

COMMON OBJECTIVE HELPFUL

EXPLICIT ANALYSIS HELPFUL

STILL CONTROL UNCERTAIN

NEXT WEEK

INDUSTRY

REALITIES OF LIFE

COSTS TO CHANGE

NEXT WEEK

VIEW FROM CNO

LOOKING DOWN

DEVELOP OBJECTIVES - PRIORITIES

SEE ALTERNATIVES

MAKE CHOICES

FIND WEAK LINKS

VALUE OF DEBATE

CO-OPT DISSENT

GET DIFFERING VIEWS

LOOKING UP

INTEGRATE NON-ANALYTIC JUDGMENTS

CONSTRAINTS

11

SLIDE 13R TECHNIQUES TO WATCH

SENSITIVITY ESPECIALLY IMPORTANT

MINING EXAMPLE

ALTERNATIVES

HPSSN EXAMPLE

COMPOSITION OF TEAM

DO NOT EXPECT NUMERICAL ANSWERS -

ESPECIALLY CAMPAIGN MODELS -

SUB-OPTIMIZATIONS ONLY LESSONS

NARAC-G

LESSONS FOR STUDENTS

FRUSTRATED?

1. TOO MATHEMATICAL
2. NOT WELL ORGANIZED

OBTAINED MORE THAN THINK .

CONVERSATIONAL WITH TERMS BEFORE GREEK
APPLIED

APPLICABLE TO EVERYONE

SOMEONE SAID NO - DON'T BELIEVE
LEN DODSON

ALLOCATION OF CHAPLAINS

~~CIVILIANS LABS~~

~~PRIORITIES~~

(CONT'D)

13

SLIDE 14 L

FIVE DISTRICTS IN REGION

FIVE CHAPLAINS ASSIGNED

REDUCTIONS FORCE LOSS OF TWO

HOW CHOOSE WHICH 2?

10 COMBINATIONS $[(5!/(3!)(2!))]$

OBJECTIVE:

1. SERVE THE MOST PEOPLE?
2. PROMOTE MORALE/RETENTION OF CHAPLAINS
3. FILL GREATEST NEED

ESTABLISH NEED

SLIDE 15R

EXAMINE DISTRICTS/PARISHES

(= MARKET RESEARCH)

HOW LARGE IS PARISH?

CHAPEL ATTENDANCE?

CALLS BY/ON CHAPLAIN

WHICH IS MORE IMPORTANT?

SLIDE 15R
FLIP 1

DECIDES CALLS MOST IMPORTANT

CHAPEL NEXT

SEA OVER SHORE

ASSIGNS WEIGHTS

COMPUTES INDEX

DECIDES #1, #3, #4

SLIDE 15R
FLIP 1 OFF

TALKS TO WIFE WHO SAYS CHAPEL ATTENDANCE AND CALLS
ARE FUNCTION OF INCUMBENT'S ABILITY AND PERSONALITY

MEN ASHORE NEED MORE HELP AS HAVE CHAPLAINS AT SEA

SLIDE 15R
FLIP 2 ON

— RECOMPUTE

DECIDE #1, #3, #5

SLIDE 14L
FLIP 1 ON

PARISH 3 HAS POLARIS BASE WITH SPECIAL DEPENDENT PROBLEMS

- GETTING NATIONAL PUBLICITY

LEANS BACK TOWARD: #1, #3, #4

SLIDE 14L
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HOWEVER:

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END OF ANALYSIS

MANAGER MUST MAKE DECISION

14/15
OFF

19 68

CIVILIANS - LABS
PRIORITIES
STATE

STAFF

\$

BEST COMPLAINT HEARD -

COULD HAVE GOT MORE THIS MAN:

RECOGNITION OF VALUE

IDENTIFICATION OF ALTERNATIVE -

BETTER COURSE

ALTERNATIVES OF ST, JULY 1972

1. NO MANAGEMENT
2. WHAT DID LAST YEAR
3. COURSE HAD

20
34

REJECTED #1 - TOO IMPORTANT

REJECTED #2 - TOO IMPORTANT

SLIDE 16R ACCEPTED #3 - PROVED RIGHT

RUSTY TEAM 4.0

CAN/WILL DO BETTER

BUT COMPLAINTS

EXCESSIVE ATTENTION PROBLEMS

CHOICE YOU MADE -

OBJECTIVES/ALTERNATIVES

GRAPH PAPER -

HAD 10 LINES AFTER ALL

APPRECIATE SUGGESTIONS

STRATEGY QUESTIONNAIRES

21
15

SLIDE 1L
1R

POGO

WHAT VALUE ANALYSIS? (FLIPS 1, 2, 3)

SLIDE 2L

WHAT IS ANALYSIS

UNDERSTAND FRUSTRATIONS
OBJECTIVE OF COURSE - MANAGERS
ELEMENTS OF

SLIDE 3L

GOOD MANAGEMENT

A MANAGER INVOLVED IN ALL STEPS - ANALYST
CONFUSION IN TERMS FIRST 3

FLIP 1

TEACHING MANAGEMENT HERE

FLIP 1

QUANTIFIED ANALYSIS ONLY A PART

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1

SLIDE 3R

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TOO FREQUENTLY ASSUMED
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SLIDE 4R

BENEFITS MORE COMPLEX

JUDGMENTS ALSO - Bomb Ab Cq M...

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SLIDE 6R

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ANALYSIS OFTEN NOT USED

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NOT ALLOW FOR MANAGER'S
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NOT UNDERSTAND LIMITS ANALYSIS
CANNOT FEEL COMFORTABLE WITH
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DOES NOT REALIZE PART HE PLAYS
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SPECIFICS

DISCUSS MANAGEMENT IN NAVY BUDGET
TERMS -

APPLIES ALL ORGANIZATIONS

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SLIDE 7R

NAVY BUDGET PROCESS

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④

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OPNAV - TONGUE-IN-CHEEK CHART

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~~SLIDE 8L~~

~~APPROPRIATIONS VS. PROGRAMS~~

SLIDE 9L

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ARMY/ INPUT ORGANIZATION

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SLIDE 3L

WHY ORGANIZATION IMPORTANT?

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FLIP 3

COMPETITION

CUTS BOTH WAYS

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MANAGER KNOWS
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*BUT DO NOT WANT
ANALYST*

PRODDING OF SOB's

LAY ON TABLE FOR MANAGERS

Full Review

LIDE 12R

AFTER NAVY DECISIONS -

OSD

*DONE GOOD ANAL
CRANKED IN CONSTRAINTS*

8

1. ALTERNATIVES - MUST BE CAREFUL

A. OBJECTIVES - DIFFERENT
JUDGMENTS

B. OTHER SERVICES -
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SEA CONTROL vs AIRLIFT

2. STATE CRITERIA

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NOT WAY GAME PLAYED

ASK FOR MORE THAN EXPECT 3 SERVICES
~~213ETS ANALYSTS~~

AGAIN -

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MORE OBVIOUS

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WOOLSEY OJEDU 9

(11)

ANALYSIS TEAMS - WOOLSEY

MORE NEXT WEEK

VALUE

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MUST KNOW FIRST CHOICE TO SELECT 2ND

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NEXT WEEK

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REALITIES OF LIFE

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NEXT WEEK

(12)

EMPHASIZE
1. BEST SOLUTION
2. OFFENSE
3. DEFENSE

SLIDE 3L OFF

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(13)

SLIDE 13R

Techniques watch as manager

1. Objectives

Does you set
" you common super set
" set to draw results

AHP 58V

2. Assumptions

Threat

P-3 - Bear aircraft

3. Sensitivities

One most valuable

PAR I, II, MOD

OP COSTS 1/5 %

SLIDE 14L

A, B, C. CASE

(15)

4. Alternatives

Desired answer + straw man

Role manager to think up
alternatives

Better his analysis - answer

5. Any way composition study group -
Antagonists
Competition

Suspicious

6. Answers - Justifies force
No. but, etc

(16)

Most useful things get from good
study/analysis - insights where
weak points are - what want develop
not - hardware - tactics

Slide 15 - MCM

7. Conclusions

(17)

*Be suspicious
Jump analysis to decision
involves lot judgment*

Test

SLIDE
OFF

LESSONS FOR STUDENTS

FRUSTRATED?

1. TOO MATHEMATICAL
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SLIDE 3L

CRITERIA

SEA/SHORE

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COSTS -

BENEFITS

Slide L

LAYS OUT FACTS

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1, 3, 4

SLIDE 15R
~~FLIP 1 OFF~~

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SLIDE 15R
FLIP 2 ON

— RECOMPUTE

DECIDE #1, #4, #5

16

SLIDE 4
FLIP 1 ON

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- GETTING NATIONAL PUBLICITY
LEANS BACK TOWARD: #1, #3, #4

23

SLIDE 4
FLIP 2 ON

HOWEVER:
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OFFERS HIS PERSONAL PLANE SO PARSON CAN BE A
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ARGUES FOR #1, #2, #4
WITH 1 OTHER COVERED

174
24

13

25

END OF ANALYSIS

MANAGER MUST MAKE DECISION

14/15
OFF

ALL INVOLVED THIS PROCESS
SOME BUDGET INFIGHT
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19 68

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SLIDE ~~14~~ ACCEPTED #3 - PROVED RIGHT

RUSTY TEAM 4.0

CAN/WILL DO BETTER

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~~GRAPH PAPER -~~

~~HAD 10 LINES AFTER ALL~~

I will APPRECIATE SUGGESTIONS

FROM COURSE:

SUGGEST 2 THINGS -
1. ONLY 1/2 WAY
2. ABSORBED MORE APPRECIATE

1 DAY'S APPRECIATE
IF OVERCONCENTRATED
PROBLEMS - YOUR
CHOICE ALTERNATIVES
& RECOGNIZE YOUR
GRAPH PAPER DID HAVE
10 LINES -

27

20
14

28

21
16